

SGR Leadership Conference
Servant Leadership Polarity Assessment
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Evaluating the Servant Leadership Culture in your Organization

1. Are all people with whom we interact being **treated with dignity and respect** as human beings?
2. Are each of our team members growing as Servant Leaders and becoming **more empowered, more knowledgeable, and more effective leaders** within their realm of influence?
3. Are the **weakest among us being helped** by our service?
4. Are we **strengthening the trust of our employees & stakeholders** that **senior executives and the governing body actually “walk the talk”** of Servant Leadership principles?
5. Are we creating a culture that is **authentically embracing the highest ideals of Servant Leadership** at every level?
6. Are we leading in a way that is constantly **transforming the organization into who we aspire to become**?



Servant Leadership Polarity Assessment

A measurement of your perception of your organization and/or team in the 12 Principles of Servant Leadership



Servant Leadership Polarity Assessment

SERVANT LEADERSHIP POLARITY SCALE

Is your department/organization characterized by a servant leadership culture? As you answer the questions below, think about what characterizes your department/organization as a whole. Remember, this is not just about one person.

Healthy Relationships

Listening

- | | | |
|---|----------------------|---|
| 1. We listen before responding. | 1 2 3 4 5 6 7 8 9 10 | We have our minds made up beforehand. |
| 2. We encourage thoughtful silence. | 1 2 3 4 5 6 7 8 9 10 | We respond with worn out clichés. |
| 3. We reflect on what's being said and its meaning. | 1 2 3 4 5 6 7 8 9 10 | We automatically dismiss contrary views as invalid. |
| 4. We seek to clarify the will of the group. | 1 2 3 4 5 6 7 8 9 10 | We don't care about the will of majority. |

Empathy

- | | | |
|--|----------------------|---|
| 5. We care about the well-being of others. | 1 2 3 4 5 6 7 8 9 10 | We give little thought to how people feel. |
| 6. We accept and empathize; never reject others. | 1 2 3 4 5 6 7 8 9 10 | If you disagree with us, we treat you as an outsider. |
| 7. We can "walk in others' shoes." | 1 2 3 4 5 6 7 8 9 10 | We only see things from our perspective. |

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Awareness

- | | | |
|--|----------------------|--|
| 8. We know our strengths/weaknesses. | 1 2 3 4 5 6 7 8 9 10 | We lack self-awareness. |
| 9. We pursue opportunities to learn. | 1 2 3 4 5 6 7 8 9 10 | We are passive--learning only if it is required. |
| 10. We are intrinsically motivated to help others. | 1 2 3 4 5 6 7 8 9 10 | We lack motivation for the greater good. |
| 11. We can take time to think about things. | 1 2 3 4 5 6 7 8 9 10 | We cannot slow down. |

Building Community

- | | | |
|---|----------------------|---|
| 12. We recognize importance of the common good. | 1 2 3 4 5 6 7 8 9 10 | We celebrate individualistic values. |
| 13. We understand workers seek meaning in work. | 1 2 3 4 5 6 7 8 9 10 | We only see the value in the end product. |
| 14. We see leaders as "first among equals." | 1 2 3 4 5 6 7 8 9 10 | Our team's purpose is to make the leader look good. |
| 15. We create a culture of high trust. | 1 2 3 4 5 6 7 8 9 10 | We tolerate divisive attitudes. |
| 16. We promote a sense of belonging. | 1 2 3 4 5 6 7 8 9 10 | We create insiders and outsiders. |
| 17. We take pride in being trustworthy. | 1 2 3 4 5 6 7 8 9 10 | We expect blind trust regardless of record. |

Healing

- | | | |
|--|----------------------|---|
| 18. We see healing as a force for transformation. | 1 2 3 4 5 6 7 8 9 10 | We focus only on the task at hand. |
| 19. We value chances to make self/others whole. | 1 2 3 4 5 6 7 8 9 10 | We are concerned only about production. |
| 20. We address broken spirits and emotional hurts. | 1 2 3 4 5 6 7 8 9 10 | We ignore the role of emotional health. |
| 21. We know that words can build up/breakdown. | 1 2 3 4 5 6 7 8 9 10 | We believe only weak people need affirmation. |

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Servant Leadership Polarity Assessment

Nurturing the Spirit

- 22. The environment is healthy. 1 2 3 4 5 6 7 8 9 10 The environment is toxic.
- 23. We care about each other as people. 1 2 3 4 5 6 7 8 9 10 We just work together.
- 24. We are energized by the work we do. 1 2 3 4 5 6 7 8 9 10 We are drained by the work we do.

Healthy Relationships Score (Items 1-24) _____

Leading Change

Persuasion

- 25. We use relational influence to persuade. 1 2 3 4 5 6 7 8 9 10 We use the power of position to direct.
- 26. We show respect for opinions of others. 1 2 3 4 5 6 7 8 9 10 We expect followers to blindly follow.
- 27. We allow people to question processes. 1 2 3 4 5 6 7 8 9 10 We discourage thinking and questioning.
- 28. We are a hopeful presence in times of conflict. 1 2 3 4 5 6 7 8 9 10 We act like every issue is a life and death crisis.
- 29. We share reasoning behind decisions made. 1 2 3 4 5 6 7 8 9 10 We make decisions on a whim without any input.

Conceptualization

- 30. We encourage "thinking outside the box." 1 2 3 4 5 6 7 8 9 10 "We've never done it that way" is our motto.
- 31. We empower teams to try new things. 1 2 3 4 5 6 7 8 9 10 We frown on innovation.
- 32. We inspire belief in the future. 1 2 3 4 5 6 7 8 9 10 We are pessimistic about the future.
- 33. We inspire a shared vision. 1 2 3 4 5 6 7 8 9 10 We exclude team from visioning process.
- 34. We regularly provide teams with new info. 1 2 3 4 5 6 7 8 9 10 Sharing info often falls through the cracks.

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Stewardship

- 35. We focus on the greater good of society. 1 2 3 4 5 6 7 8 9 10 We focus only on exploiting opportunities.
- 36. We choose service over self-interest. 1 2 3 4 5 6 7 8 9 10 Self-interest is more important than service.
- 37. We accept accountability. 1 2 3 4 5 6 7 8 9 10 We deflect responsibility.
- 38. We feel ownership in the organization. 1 2 3 4 5 6 7 8 9 10 We just do what they tell us.

Calling

- 39. We see work as a calling. 1 2 3 4 5 6 7 8 9 10 We see work as just a paycheck.
- 40. We desire to make a difference. 1 2 3 4 5 6 7 8 9 10 We just "check the box" and move on.
- 41. We feel motivated to go the extra mile. 1 2 3 4 5 6 7 8 9 10 We resent being asked to go the extra mile.

Foresight

- 42. We apply lessons from the past. 1 2 3 4 5 6 7 8 9 10 We do not see the past as relevant.
- 43. We are in touch with reality. 1 2 3 4 5 6 7 8 9 10 Our assumptions are often faulty.
- 44. We have good intuition. 1 2 3 4 5 6 7 8 9 10 We fail to see things coming that we should have.

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Servant Leadership Polarity Assessment

+ *Commitment to Growth of People*

- | | | |
|--|----------------------|--|
| 45. We foster the growth of all in the organization. | 1 2 3 4 5 6 7 8 9 10 | We are not actively committed to growth. |
| 46. We use power to serve. | 1 2 3 4 5 6 7 8 9 10 | We use power for selfish gain. |
| 47. We ensure that no one is hurt by team actions. | 1 2 3 4 5 6 7 8 9 10 | We are oblivious to the emotions of individuals. |
| 48. We see authority as a chance to serve. | 1 2 3 4 5 6 7 8 9 10 | We see authority as a sign of superiority. |
| 49. We believe that others can grow. | 1 2 3 4 5 6 7 8 9 10 | We act like others cannot grow. |
| 50. We expect continuous improvement. | 1 2 3 4 5 6 7 8 9 10 | We accept mediocrity as the norm. |

Leading Change Score (Items 25-50) _____

Scoring

Total Healthy Relationships Score (Items 1-24) _____

Total Leading Change Score (Items 25-50) _____

GRAND TOTAL SCORE (Items 1-50) _____



Servant Leadership Polarity Assessment

Exercise Instructions:

- Take 10 – 15 minutes to complete the Servant Leadership Polarity Assessment from the perspective of your Team (e.g. City Manager & Senior Leadership Team)
- Add up your scores for the categories of Healthy Relationships & Leading Change for the Grand Total Score
- Group Review of Score Interpretations



Servant Leadership Polarity

Assessment Score Interpretation:

The Score Interpretation is a measure of how **YOU** see your organization or department. While it's helpful to know how you see it, it's even more useful to compare how the group collectively sees it. By looking at everyone's scores together, it probably gives a fairly reliable snapshot of what kind of culture you have and which areas need to be strengthened in order to improve it.

50: You think everything is so wonderful you may not have a realistic view of how your culture is actually operating.

51-100: Exceptional Servant Leader culture. You need to be speaking and writing to teach others!

101-200: Healthy Servant Leader culture, but some attention to how you protect and strengthen your culture would be beneficial. Your biggest issue may be the need to develop an intentional approach for developing new people and protecting the culture as you move toward the future.



Servant Leadership Polarity Assessment

Score Interpretation:

201-300: Typical culture that has both healthy and toxic elements. You probably have an effective organization as a whole, but you may have some situations where some people are undermining the culture and environment that you want. You could be more effective, empower your people to do even greater things, and serve your customers better if you gave serious thought to how to instill the culture that you really want.

301-400: Your organization is a combination of what you allow and the structures you have built. Your organization may be giving lip service to Servant Leadership, but the reality is the principles that characterize Servant Leadership are being routinely violated. It is important to take responsibility for instilling the culture you want from the top down. It is equally important to examine each of your operating systems to make sure that you have alignment with the values you want your organization to live by.



Servant Leadership Polarity Assessment

Score Interpretation:

401-500: It is likely that you do not have clear values, that you have not articulated your expectations, that you do not have alignment and perhaps that you do not have the emotional fortitude to hold people in your organization accountable to walk the talk. It is likely that the morale in your organization is very low and will remain low, until you decide that as leaders you are responsible for the culture of the organization.



Servant Leadership Polarity Assessment

Exercise Instructions:

- **Sharing of your Grand Total Score & Key Areas of Concern with similarly scored Organizations/Teams**
- **Would your other Team Members score the Servant Leadership Polarity Assessment about the same or differently?**
- **Group discussion of response strategies**



Key Barrier - Lack of Accountability

Lack of Accountability for “Walking the Talk” from the Top Down. Too many organizations take a “do as I say not as I do” approach to developing leaders. If the entire chain of command - from the top to the bottom, are not held accountable for “walking the talk” you will develop people who are good at playing organizational politics instead of authentic leaders.

Changing how people lead is hard. Changing how people lead while allowing dysfunctional leaders higher in the chain of command makes change impossible.



In Case You Don't Think Servant Leadership is Catching On....

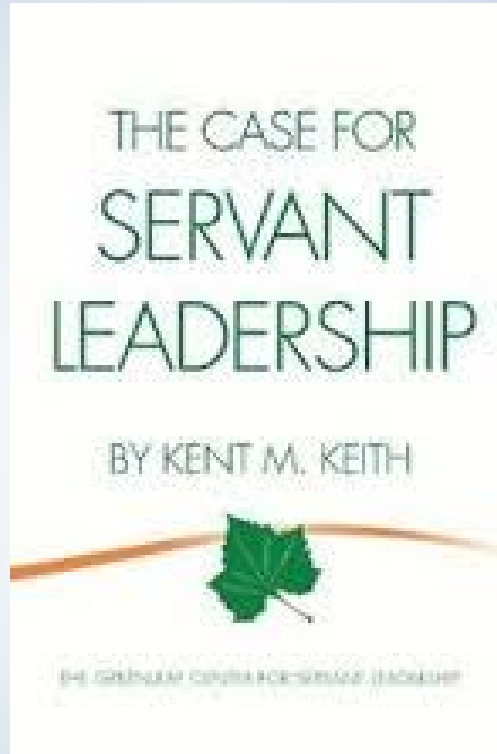


Conclusions from Servant Leadership Self Assessment

- ✓ Identify and articulate your Values
 - ✓ Determine if those Values are aligned with Servant Leadership
 - ✓ Determine whether there is a “knowing/doing” gap in your Values and your leadership approach
 - ✓ Implement a plan for communicating those Values
 - ✓ Routinely evaluate whether your behavior advances those Values
 - ✓ Modify your behavior to align with Servant Leadership Values
- Enjoy the organizational and community successes that accompany Servant Leadership!



A Good Quick Read on Servant Leadership to Share with Your Team as a Group Read!



Comments or Questions?

